CONCORDIA UNIVERSITY
FACULTY OF COMMERCE AND ADMINISTRATION
MINUTES OF FACULTY COUNCIL MEETING
Friday, April 3, 1992

Present: C. A. Ross, Chair
D. Acland (Acco.), S. A. Alvi (Econ.), K. Argheyd (Mana.), A. Brodt (Fina.), U. de Brentani (Assoc. Dean), T. Dowd (CASA), A. Farhoomand (DS&MIS), J. Franklin (Mana.), M. Franklin (Mana.), Z. Gidengil (Mktg.), G. J. Gouw (Mech. Eng.), S. Goyal (DS&MIS), A. Hochstein (MBA), S. Hoffman (Lib.), A. B. Ibrahim (Mana.), A. Jalilvand (Fina.), G. Kanaan (Acco.), N. Kaminaris (CASA), J. Kelly (Mana.), V. H. Kirpalani (Mktg.), B. Kolthoff (CASA), L. Kryzanowski (Fina.), B. MacKay (AVRA), G. Martin (Comp.Sci.), C. McKinnon (Comm.Coord.), J. Nader (Assoc. Dean), J. Oberg-Muller (Liaison), L. Prendergast (Reg.), G. S. Rajan (Mana.), F. L. Sbrocchi (Assoc. Dean), M. Sharma (DS&MIS), F. Simyar (Acco.), W. Taylor (Mana.), T. J. Tomberlin (DS&MIS), R. O. Wills (Assoc. Dean)

Absent with apology: J. Dracontaidis, K. Gheyara, J. Mrenica, D. Otchere

I **Call to Order**
The meeting was called to order at 09:30.

II **Closed Meeting**
There were no items on the agenda for a closed meeting.

III **Open Meeting**

IV **Approval of the Agenda, CAFC-92-03A**
IT WAS MOVED BY N. KAMINARIS AND SECONDED BY S. GOYAL THAT THE AGENDA, CAFC-92-03A, BE APPROVED AS PRESENTED.

V **Approval of the Minutes of Previous Meeting - CAFC-92-02M**
On behalf of Professor B. Barbieri, Professor S. Goyal asked that paragraph #3 of page 8 of the minutes be revised to read: "Professor B. Barbieri asked Dr. Sheinin to clarify, for the record, the steps involved in developing the report and in securing the approval of the members of the committee."

It was agreed that Professor Barbieri be invited to review the tapes of the March 9th meeting of Faculty Council.

With the exception of paragraph 3, page 8, the minutes of the Faculty Council meeting held March 9th, CAFC-92-02M, were approved as presented.

VI **Chair's Remarks and Question Period**

The Chair, on behalf of Janet Mrenica, President of the Concordia Accounting Society, announced that the CAS has organized a conference to take place September 24th entitled "Accounting for the Environment - the Disappearing Resource".

The Chair congratulated Dale Doreen on the success of the EMBA Hong Kong study trip and also congratulated Bill Taylor on the success of the recent press conference regarding IATA and the AMBA Programme.

With respect to the recent article in Canadian Business which provided a ranking of Canadian M.B.A. programmes, the Chair noted that the survey had not been well received and advised that he would circulate an analysis of the survey, which had been prepared by the University of Ottawa, to all the Chairs and Programme Directors. In conclusion, the Chair advised that the issue of surveys and subsequent programme rankings would be a topic of discussion at the Canadian Federation of Deans of Management and Administrative Studies Conference which will take place in June.

With regard to the Chair's recent memorandum concerning course remissions for full Professors, L. Kryzanowski stated that his understanding from Dean Appelbaum was that the remission was based on productivity but it appeared that this year, all full Professors were awarded a remission. The Chair advised that this was not the case. Professor Kryzanowski asked the Chair to provide a list of those who obtained the remission this year. In addition, Professor Kryzanowski asked what the Chair had intended as an alternative for course remission. Chair advised that he and Professor de Brentani were currently exploring ways to reward all productive researchers in the Faculty and that he expected to make an announcement on this matter in the fall. In response to Professor Kryzanowski's question about teaching loads for Department Chairs and Faculty administrators, the Chair stated that a 1-1 teaching load was the norm for Chairs in the University and that his understanding was that the intent is to ensure that administrators have sufficient time to perform their duties. He noted that research productivity was not a consideration for administrators' 1-1 teaching loads.

Professor F. Simyar commented that Department Chairs, in addition to administrative leadership, were responsible for academic leadership and, therefore responsible, for research production.

Professor B. MacKay stated that, during meetings of the Committee for the Enhancement and Recognition of Teaching, the notion of "rewarding by not teaching" has been noted, Professor MacKay advised that the committee will look at the myths and truths of the teaching versus research paradigm in developing a philosophy to increase the value of teaching within a unit comprised of teaching, research and service, which may be useful in determining alternate rewards for productive researchers.

T. Dowd asked if the Faculty Equity Committee had dealt with the Report on the Status of Women Action Plan. The Chair advised that the Faculty Equity Committee will deal with the document in the near future.

The Chair confirmed that Professor Bourjolly had resigned from the directorship of the International Exchange Programme and gave assurances that the linkage with the Gothenburg University in Sweden was on-going.

VII **Business Arising from Previous Meeting**

1. **FC&A Report of the Elections Committee, CAFC-91-09A-02 and CAFC-92-02A-01**

The following resolution was moved by M. Sharma and seconded by G. S. Rajan:

BE IT RESOLVED THAT FACULTY COUNCIL ACCEPT THE RECOMMENDATIONS OF THE AD HOC FACULTY ELECTIONS COMMITTEE AS PRESENTED IN DOCUMENT CAFC-92-02A-01, ENTITLED REPORT OF THE ELECTIONS COMMITTEE, FEBRUARY 18, 1992 WHICH SPECIFIES THAT LIMITED TERM APPOINTMENTS IN THE FACULTY OF COMMERCE AND ADMINISTRATION WHO DO NOT QUALIFY UNDER THE "GRANDFATHER" CLAUSE (12.04.K.I) OF THE COLLECTIVE AGREEMENT SHOULD VOTE IN FACULTY ELECTIONS IF THEY ARE HIRED ON A 12 MONTH CONTRACT BUT NOT IF THEY ARE HIRED ON A 9 MONTH CONTRACT.

Professor Sharma explained that the committee felt that the 9 month LTA's would not have the same long term commitment as 12 month LTA's because they were not employed for a three month period.

Professor F. Simyar pointed out that the 9 month contracts were determined by the resource restrictions of the Faculty and were not the choice of the individuals concerned. Professor Simyar further noted that many 12 month faculty members were not available during the summer months when few faculty-wide decisions are made. He

stated that the 9 month LTA's should have the right to vote.

Professor U. de Brentani agreed that the 9 month LTA's should have the right to vote.

IT WAS MOVED BY N. KAMINARIS AND SECONDED BY F. SIMYAR THAT THE RECOMMENDATIONS OF THE AD HOC FACULTY ELECTIONS COMMITTEE AS PRESENTED IN DOCUMENT CAFC-92-02A-01 BE AMENDED TO STATE THAT ALL LIMITED TERM APPOINTMENTS HAVE THE RIGHT TO VOTE IN FACULTY ELECTIONS.

During the ensuing discussion, Professor Tomberlin supported the amendment and emphasized that all LTA faculty members were part of the bargaining unit. Professor Alvi agreed that, according to Article 12.04, LTA appointments have the same rights as other faculty members while in the employ of the University. Professor G. S. Rajan pointed out that those with nine month contracts are out of the bargaining unit for a three month period.

Professor J. Kelly pointed out that according to the collective agreement, the LTA contract is for a specific period of time only, with no provision for continued employment which means that LTA faculty would not bear the consequences of the choices they make in the election of faculty members. Professor Kelly recommended that the report be sent back to the committee. Professor A. B. Ibrahim agreed and stated that he would like to see a reasoned report for the decision of the committee.

N. Kaminaris noted that, from a student's point of view, all professors, whether they have nine month or twelve month contracts, were seen as providers of education. He stated that it was his understanding that the decision as to whether a contract is for nine month term or a twelve month term was determined by the resources of the individual departments not by the commitment of the individual.

A vote was taken on the amendment.

THE AMENDMENT WAS DEFEATED: (10 in favor, 13 opposed, 4 abstentions).

Professor V. H. Kirpalani agreed with Professor Ibrahim that the motion should be sent back to the committee with the mandate to consult with CUFA and produce a reasoned report. The Chair pointed out that this information was contained in the initial report - CAFC-91-09A-02.

Professor L. Kryzanowski stated that LTA's should have the right to vote on certain issues. He indicated that since the chief function of LTA's was teaching, they should have the right to vote on matters related to teaching. He further indicated that since they were not involved in research, it would be a mistake to have input from LTA's on research issues.

Professor S. A. Alvi read article 12.04 (a) (i) from the collective agreement which states: "Persons with limited term appointments are subject to all provisions of this collective agreement except the articles dealing with Reappointment and Promotion (Article 14), Tenure (Article 18), Performance Evaluation (Article 20), and Salaries (Articles 39 and 40, with the exception of the salary floors, 39.01)."

Professor M. Sharma agreed with Professor Kryzanowski's comments. He advised that with regard to the recent election for the members of the Teaching Awards Committee, ballots were sent to all LTA's. He stated that in cases where a LTA's were not involved in the process, such as tenure, they were not sent ballots.

Professor A. Jalilvand agreed that it may not be feasible to have LTA's vote on all issues. He stated that he felt the thrust of the issue was more a matter of what statement the Faculty was prepared to make with regard to the employment of LTA's. Professor Jalilvand explained that if the Faculty was prepared to have 25% of the courses taught by LTA's, then the right to vote should be allowed; if the Faculty is prepared to reduce the number of LTA's, that would be a separate issue.

IT WAS MOVED BY N. KAMINARIS AND SECONDED BY V. H. KIRPALANI THAT THE MOTION BE SENT BACK TO THE ELECTIONS COMMITTEE SO THAT THE COMMITTEE CAN PREPARE A REASONED REPORT TO ADDRESS THE CONCERNS RAISED BY FACULTY COUNCIL MEMBER ABOUT THE DISTINCTION BETWEEN NINE MONTH AND TWELVE MONTH LTA'S.

Professor J. Kelly noted that Faculty Council could not proclaim on items which were clearly covered by the collective agreement, for example, he noted the membership of the Department Personnel Committees or Faculty Personnel Committees clearly included all LTA's.

THE MOTION WAS CARRIED (23 in favor, 1 opposed, 2 abstentions)

2. **Elections: Membership of the Council of the School of Graduate Studies - CAFC-92-01A-03**

The Chair explained that each of the five Department Chairs had been asked to consult with department members and present one member for ratification by Faculty Council as Faculty representatives for the Council of the School of Graduate Studies. In addition, he explained that the normal term of appointment would be for a three year period but for the initial membership, one representative would serve a one year term, two representatives would serve a two year term and two representatives would serve for three years. Dean Ross suggested that after the names have been ratified by Council, the Department Chairs could meet to determine the terms of the individuals. The Department Chairs were asked to nominate their candidates.

Professor F. Simyar, nominated Professor K. Gheyara. The nomination was seconded by Professor V. H. Kirpalani.

Professor F. Sbrocchi nominated Professor D. Acland.

During the ensuing discussion, it was pointed out that all members of Council had the right to nominate candidates for election at Council meetings even though the Chairs had been asked to make nominations. It was also noted that there had been no reference to departmental representation in the document describing the composition of the Council of the School of Graduate Studies.

Professor Gidengil stated that he had understood that the nominee from the department would be ratified by Council members and that he was uncomfortable bringing forward the name for an election procedure without having discussed this with the faculty member who had agreed to serve.

Professor Gidengil nominated Professor K. Buyukkurt. The nomination was seconded by Professor V. H. Kirpalani.

Professor A. Jalilvand nominated Professor A. Jain. The nominations was seconded by Professor T. J. Tomberlin.

Professor Ibrahim stated that he had submitted two names from the Department of Management, however, given the change in his understanding of the election process, he preferred to consult with his department to clarify the process before making a nomination.

Professor T. J. Tomberlin nominated Professor Tak Mak. The nomination was seconded by Professor V. H. Kirpalani.

The Chair asked for the guidance of Council as to how to proceed in light of the absence of a nominee from the Department of Management.

Professor A. Brodt nominated Professor J. McGuire. The nomination was seconded by A. Jalilvand.

Professor Ibrahim requested time to consult with the department so that the nomination can be congruent with the nominee's workload.

It was agreed that the Departments of Accountancy and Management have additional time to consult with potential department nominees. Professor Brodt withdrew the nomination.

N. Kaminaris asked for clarification as to whether or not Faculty Council had adopted a motion to have departmental representation on the Council of the School of Graduate Studies.

IT WAS MOVED BY N. KAMINARIS AND SECONDED BY S. GOYAL THAT THE FIVE REPRESENTATIVES, WHO WILL REPRESENT THE FACULTY OF COMMERCE AND ADMINISTRATION ON THE COUNCIL OF THE SCHOOL OF GRADUATE STUDIES, WILL BE COMPOSED OF ONE MEMBER FROM EACH DEPARTMENT WHO IS INVOLVED IN GRADUATE STUDIES.

THE MOTION WAS CARRIED (23 in favour, 1 opposed, 2 abstentions)

It was agreed that a department could nominate more than one candidate in which case Faculty Council would elect one representative. The following representatives were elected by acclamation: Professors A. Jain, Department of Finance, Professor T. Mak, Department of DS&MIS, Professor K. Buyukkurt, Department of Marketing.

It was agreed that Professors Simyar and Ibrahim would bring forward the nominee(s) from their departments at the next meeting of Council. In response to a question, the Chair confirmed that Faculty Council members would still have the right to submit names of nominees from the departments of Accountancy and Management for possible election at the next Council meeting.

VIII **Report: Commerce Undergraduate Curriculum Committee**

1. **Proposed Amendment to Calendar Regulations regarding Use of INC Notations - CAFC-92-03A-01 and CAFC-92-03A-01A**

IT WAS MOVED BY R. O. WILLS AND SECONDED BY B. KOLTHOFF THAT FACULTY COUNCIL APPROVE THE PROPOSED AMENDMENT TO CALENDAR REGULATIONS REGARDING THE USE OF INC NOTATIONS. SPECIFICALLY REGULATION 16.3.4 (1) BE REVISED AS FOLLOWS: WHEN STUDENTS HAVE RECEIVED AN R GRADE FOR THE COURSE, THEY ARE NOT ELIGIBLE TO APPLY FOR LATE COMPLETION.

In response to a question, Professor Wills advised that the R grade was not used in the Faculty of Commerce and Administration because the Faculty did not permit supplemental examinations.

THE MOTION WAS CARRIED.

IT WAS MOVED BY R. O. WILLS AND SECONDED BY T. J. TOMBERLIN THAT FACULTY COUNCIL APPROVE THE HIERARCHICAL STRUCTURE OF ACCEPTABLE SUBSTITUTION FOR COURSES WITH STATISTICAL CONTENT APPROVED BY THE ARTS AND SCIENCES FACULTY COUNCIL.

THE MOTION WAS CARRIED.

Professor Wills confirmed that the report on equivalencies of content in introductory statistical courses was not included with the Faculty Council agenda documents.

IX **Report: Graduate Studies and Research**

Professor U. de Brentani reported that in January 1992 the Research Committee approved a new set of Faculty Research Guidelines which introduced three new types of research grants in addition to the Pharmaceutical and Seed Grants - the Bridge Grant, to assist with on-going research; the Graduate Student Thesis Grant, particularly intended to help M.Sc. students link up with professors; the Unit Research Grant, to assist in bringing together research teams who share common needs. Professor de Brentani advised that guidelines have been set regarding the

evaluation criteria and announced that the following grants have been awarded: two Pharmaceutical Grants, two Bridge Grants, fifteen Seed Grants, one Unit Grant and one Student Thesis Grant. She noted her disappointment in the response to the Student Thesis Grant and advised that Professor D. Waldman, Department of Management, had been the only respondent. Professor de Brentani advised that approximately $7,500 remained to be allocated. She advised that a portion may go to fund the Working Papers and a call for proposals for Graduate Student Thesis grants would be sent out shortly. Professor de Brentani announced that five $1,500 grants would be offered to encourage faculty members and students to get together and make applications. In conclusion, Professor de Brentani advised that Professor Waldman had agreed to share his proposal as an example for making grant applications.

X **Reports from Faculty Representatives on University Committees**

1. **University Senate** - There was no report.

2. **Arts and Science Faculty Council**
   Professor G. Kanaan's report, CAFC-92-03A-02, was received.

   With regard to the approval of the establishment of a Graduate College of Environmental Studies (GCES), Professor B. MacKay advised that Dr. Sheinin had asked her and Professor M. Kusy to look into how interdisciplinary programs can be facilitated in light of difficulties traditionally experienced with this type of venture. She noted that the Faculty of Engineering has expressed interest in working with the Commerce Faculty. Professor MacKay encouraged faculty members or groups of faculty members who were interested in team research on the matter to contact her or Professor Kusy.

3. **Senate Academic Planning and Priorities Committee**
   Professor A. Hochstein's report, CAFC-92-03A-03, was received.

4. **Senate Academic Programmes Committee**
   There was no report.

5. **Senate Research Committee** - There was no report.

6. **Academic Services Committee** - There was no report.

7. **University Library Committee** - There was no report.

8. **Fellowships, Scholarships and Awards Sub-Committee**
   There was no report.

9. **Sub-Committee on Academic Computer Policy** - There was no report.

10. **Computer Resources Committee** - There was no report.

11. **Board of Governors**
Professor V. H. Kirpalani reported that the Board had approved the establishment of an International Business Medal to be awarded at Convocation.

12. **Board of Graduate Studies** - There was no report.

13. **Student Administrative Services** - There was no report.

XI **Reports from Student Associations**
T. Dowd announced that the CASA Executive slate has been established for the 1992-93 academic year: Nick Kaminaris, President, John Dracontaidis, Vice-President, Finance, Janet Mrenica, Vice-President, Student Affairs, Ronnie Strauss, Vice-President, Internal Affairs, Gregory Edwards, Vice-President, Academic Affairs, Heather Kirk, Vice-President, External Affairs, Stephen Ryan, Vice-President, Marketing. T. Dowd also advised that a referendum had been held as to whether CASA would continue to fund **The Link** and the **Concordian** which resulted in 62% choosing to support the **Concordian** and 62% voting not to support **The Link**. With regard to recent press coverage about CUSA, T. Dowd reassured faculty members that CASA is not financially involved in any of the CUSA operations.

XII **New Business** - There was no new business.

XIII **Other Business**

1. **Revised Mission Statement - CAFC-92-03A-04**
The Chair introduced and requested speaking privileges for Professor W. Taylor, Chair of the Faculty Academic Planning and Priorities Committee. Professor Taylor stated that deliberations for the revised mission statement have been going on for over a two-year period and thanked the committee members, Professors Kirpalani, Acland, Doreen, Jalilvand, and T. Dowd, for their enthusiasm and cooperation. Professor Taylor explained that the FAPP committee views the mission statement as part of a planning process, a first step. The next step will be for the FAPP committee to look at a number of strategic objectives.

IT WAS MOVED BY V. H. KIRPALANI AND SECONDED BY B. KOLTHOFF THAT FACULTY COUNCIL APPROVE THE REVISED FACULTY MISSION STATEMENT AS SET OUT IN DOCUMENT CAFC-92-03A-04.

N. Kamanaris and Professor B. MacKay congratulated FAPP for producing an excellent statement.

Professor A. Jalilvand recommended that a committee be struck to examine and define what was meant by excellent teaching and leadership in research.

Professor J. Kelly questioned whether it would be appropriate to replace the word "environment" with the word "culture". Professor Taylor suggested that it may be best to have the FAPP committee deal with the definition of environment when they begin to identify strategic objectives.

In response to a question, Professor Taylor stated that the next step of the FAPP committee was to formalize a planning process which will be discussed with the academic units. Another step, Professor Taylor added, will be to ask the academic units to compare their respective mission statements with the proposed new Faculty mission statement. Professor Taylor pointed out that the driving force was the proposal for a self-appraisal process for academic units.

THE MOTION WAS CARRIED UNANIMOUSLY.

The Chair thanked Professor Taylor and the members of the FAPP committee for their quality work.

2. **Representation on the Curriculum Committee of the School of Graduate Studies - CAFC-92-03A-05**

Professor A. B. Ibrahim nominated David Waldman. The nomination was seconded by Professor M. Franklin. Professor D. Waldman was elected by acclamation to serve on the Curriculum Committee of the School of Graduate Studies effective June 1, 1992 to replace Professor B. Prince.

The meeting was adjourned at 11:15.

XIV **Next Meeting**

The next meeting of Faculty Council is scheduled to take place on **FRIDAY, MAY 1, 1992** at 09:30 in room GM403-2, SGW Campus.